

# The Key Success Factors for the Moroccan Handicraft Industry

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**Abstract:** Today, the Moroccan handicrafts suffers at the level of production management, in this sense it is very important to put in place tools effective enough to increase productivity and performance of the handicraft sector in Morocco.

A key success factor is an element that leads to the various elements of a company, it remains a very important point to be implemented in the craft units so that they can succeed in terms of efficiency and performance.

Keywords: Handicraft, Critical success factor, Productivity, Lean Manufacturing

## 1. INTRODUCTION

The high rate of project failures in many industrial companies has led many researchers to adopt a new system and a new approach to reduce and eliminate failures. Nowadays, most companies want to overcome the problems they face on a daily basis and that cause significant losses whether it is at the financial level or at the level of customer confidence. In this sense, the key success factors is a new system of improvement, development and performance within a craft company, the main purpose of this article is the determination of the importance of key success factors and the identification of the obstacles of improvement and performance within a handicraft company.

## 2. CRITICAL SUCCESS FACTOR ACCORDING TO SEVERAL AUTHORS

Several definitions have been attributed to key success factors according to several authors,

According to **Holfer et al 1978**: the key success factors are the variables that management can influence because its decisions can significantly affect the overall competitive position of different sectors of an industry. These factors generally vary from one industry to another. Namely, the economic and technological characteristics of the industry concerned and the competitive weapons on which various firms in the industry have built their strategies.

According to **Boynton et al 1984**: The Key success factors are elements that must go right to ensure the success of a manager or organization. They represent the areas of management or business that require special and continuous attention to achieve high performance.

According to **Buellen et al 1986**: the application of the key success factors for implementation e several systems and approaches, to help an organization identify critical issues that affect the implementation process. A better understanding of the key success factors during the implementation of ERP systems allows the organization to determine corresponding solutions to eliminate or avoid the most common causes of implementation failure.

According to **Mariam Houti**: The concept of CSFs is one of the essential elements that influence the success of any organization. It should be used when implementing a system, as it is one of the few elements that guarantee an implementation. While ensuring the sustainability of the system, through the use of factors measuring profitability and performance, as well as compliance with various characteristics and conditions imposed in the specifications of the company.

### 3. KEY SUCCESS FACTORS FOR MOROCCAN COMPAGNIES

The key success factors [1] are a very important element in Moroccan companies, they are necessary to succeed in a project and face competitors, a key success factor is very consistent with a technological or commercial element that each company must contain in order to win to be established in a competitive market, the key success factors are very important to start a new activity and develop it by defining a profitable strategy.

In order to set up a key success factor, two tools have been recommended for success:

**Market study** to target the objectives, analyze the need, characterize the offer and analyze the environment.

**SWOT analysis** in order to diagnose the whole situation of the company, the purpose of this analysis is to take into account in the strategy, both the internal and external factors, maximizing the potential of strengths and opportunities as well as maximizing the effects of weaknesses and threats, this analysis allows to identify the strategic axes to be developed, it also allows to verify that the strategy put in place constitutes a satisfactory response to the situation described by the analysis.

Among the key success factors [2] that a company can use to be successful is to have a product that perfectly meets the quality criteria and expectations of the customers, a good price, a comfortable location, good communication in order to establish good relationships and attract customers, a well-structured organization that contains a clear and cost-effective process, competent employees as well as good partners and quality tools.

### 4. CRITICAL SUCCESS FACTORS FOR MOROCCAN SMALL AND MEDIUM HANDICRAFT COMPAGNIES

In Europe, an SME is defined as a company with a turnover of less than £50 million and a workforce of less than 250 employees.

In Morocco, the only criterion to define an SME is the turnover while segmenting the SMEs in three categories:

-VSE: Less than 3 MDH of turnover,

-PE: turnover between 3 and 10 MDH,

-ME: turnover between 10 and 175 MDH.

Since the financial crisis of 2008, nowadays SMEs are looking for a new strategy to improve their performance and competitiveness.

**Drew, 2007** specified that it is necessary to understand the influence of the key factors on the success and failure of the implementation within the SME as well as the operational approach allowing a cultural anchoring.

The handicraft in Morocco represents a very important figure, moreover Morocco is known by its diverse occupation craft, all handicraft activities are considered essential and fundamental pillars of the economic structure, cultural, educational and collective of the country, the Moroccan craft company evolves in an environment that is characterized by a competitive offer increasingly strong, a competitive requirement increasingly acute and customer expectations increasingly high.

The implementation of key success factors within Moroccan handicraft companies remains a very important step that aims at a continuous improvement. The knowledge of the obstacles of performance improvement within a company is the only way to correct all the constraints that generate these obstacles.

It is important to note that in order for a project to be successful within a company [3], several challenges remain to be overcome and multidisciplinary aspects must be put in place in the organization before, during and after its implementation.

The successful implementation of a project provides the environment for the organization to continuously improve the way it serves and retains its customers. Increased business competitiveness is driving organizations to better understand their customers in order to respond quickly.

The success of a project requires much more than just the acquisition and implementation of a system. It is about maintaining a higher quality customer experience and evolving customer interactions. In addition, it helps the organization achieve its customer-related objectives. As mentioned in most publications and research, to achieve the expected objectives, process, human and technological aspects must be taken into consideration.

The success of a project is based on four pillars [4]:

- Having access to key people in the organization who can be well involved
- The implementation of customer-oriented internal processes;
- Implementing the appropriate supporting technology;
- Setting reasonable expectations and measures to achieve success by determining the limit of effort and cost required based on good project management.

## **5. THE KEY FACTORS OF A GOOD LEAN APPROACH WITHIN THE HANDICRAFT COMPANY**

The Lean Manufacturing is a discipline that has been very successful in mass industrial units, it is increasingly used and applied in most industrial sites. It has its origins in Toyota, which has developed a mass production system based on tools quite developed and evolved to seek perfection and performance within a manufacturing process of an industrial good.

The Lean Manufacturing is based on several tools such as 5S, value chain mapping, Kanban, Kaizen, SMED...

All these tools and others have for main purpose: the improvement in a continuous way, as well as to eliminate waste and all sources of waste.

We can mention as waste:

- Overproduction, over-stocking and over-quality.
- Unnecessary transport, displacement and movements.
- Unnecessary processing, waiting and lack of skills.

The main objective of the application of Lean Manufacturing tools in a handicraft company is to increase and improve productivity and performance.

Several researchers have cited the true role of key success factors for a successful implementation of the Lean Manufacturing approach.

According to many studies and researchers [5], some companies fail to implement Lean Manufacturing practices because organizations often view Lean as a process when they should adopt it as a philosophy (Bhasin and Burcher 2006). Therefore, implementing Lean Manufacturing can cause several problems in companies leading to failures, if not well executed.

In order to address these issues, companies need to focus on key factors such as:

### **Key success factors**

#### **Key factors of failure**

The objective of the key factors of success within the handicraft company is to have a good Lean approach which aims at an improvement by involving all the actors of the company (operators, Staff and general management), to do this it is necessary:

- Determine the needs of customers and build projects with specific objectives;
- Increase the quality and reduce the time spent by increasing productivity and performance;
- Define indicators to decide, correct and manage;
- Always seek to improve and innovate.

In order to successfully implement the key success factors within a craft company, several Lean tools can be put in place such as

- The implementation of the 5S to make the environment cleaner as the workplaces in this sector are not structured, in this way the craftsmen can improve their efficiency and reduce unnecessary time.
- The Just in time to avoid the problem of storage of all the artisanal environments.
- Kaizen to improve the sector and build a more efficient and easy production system.
- Value Stream Mapping to identify the sources of waste and seek appropriate solutions to avoid all non-value added actions.

All these tools will improve the productivity and performance of the artisanal company in Morocco.

## 6. CONCLUSION

The implementation of a successful project within companies is complex and full of risk. To succeed in such an implementation, it is necessary to address mainly the key success factors in order to have an optimal definition or even a good selection that leads to a good optimization, management or even performance improvement.

The key success factors allow to reach all the objectives set which helps the companies to identify the general characteristics of their process and determine the position of the handicraft companies.

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